



Introduction to IT Infrastructure Transformation

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Transformation Projects Team

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Purpose

Previous Communications

Current Purpose

VITA Virginia Information Technologies Agency

Key Points to Start

- Transformation = Better Services:
The Commonwealth will get a 21st century IT infrastructure for what it's paying to maintain a 1980s IT infrastructure
- No Inflation:
VITA will not be receiving today for services in question
- VITA Employees:
It is our intent to accomplish the retirement, retraining

Implementation Timeline

Transformation Projects

Help Desk	End User Services (EUS)	Desktop	Messaging
Enterprise Help Desk in Lebanon and Middleburg Field Based agents and technicians for Level 3 Enterprise Help Desk System (Pegasus)	Mass Desktop Refresh Projects Network Printer Consolidation and Refresh Enterprise Desktop Management Systems	Enterprise Exchange Enterprise Call Active Directory	
Mainframe and Servers	Data Center Services (DCS)	Facilities	
New IBM and Unisys Mainframes in new Data Center Consolidation and refresh of servers Migration of servers to the data center	New Data Center/Office Building in Middleburg New Disaster Recovery Center and Help D in Lebanon/Russell County		
Network	Network Services (NWS)	Voice / Video	
New Commonwealth wide MPLS Core WAN LAN upgrades to local switches/routers as needed Network Re-addressing of IP		Voice over IP Network optimized for voice and video not	
Security Services (SS)			
Enterprise Security Operations Center Computer Security Incident Response Center Secure Internet Gateway			

Value of VITA 2006

IT Transformation
Bringing 21st Century Technology to the Business of Government

The Case for Change

Virginia state government is a \$34 billion per year business, the equivalent of a Fortune 50 company. The Commonwealth's current information technology (IT) infrastructure, however, would not keep a Fortune 50 company in business for very long. Consider the following deficiencies:

- Inadequate Security and Back-Up**
 - Current Executive Branch data networks are a mixed bag of overlapping, often redundant systems with varying levels of security protection and no comprehensive capability to detect and proactively react to cyber attacks.
 - State government data centers have multiplied to more than 100 locations. Some are no more than storage closets, and many are without adequate security, fire protection, and back-up power.
 - Many state agencies' mission-critical systems lack adequate disaster recovery capabilities.
- Lack of Capabilities**
 - More than 70 agencies currently provide an IT help desk of some sort. In addition to needless duplicating services, most lack even basic problem diagnosis and response tools to determine and fix root causes, not just address symptoms.
 - Some agencies even lack basic office automation tools that one would expect to find today in any business of any size.

IT Investment

	From Present State	To Future State
Network	Fragmented	Integrated
Security	Inadequate	Adequate
Services	Numerous locations, excess capacity (>3,000+)	Consolidated (<1,000)
Computing environment	Inconsistent	Standardized
Help desk support	Multiple (70+)	Combined (1)
Service levels	Undefined performance	Defined

The overall state of Virginia state government's current, decentralized IT environment has come about despite the dedicated efforts of individual agencies.

- Review elements of the IT infrastructure to be transformed
- Present Transformation deployment approach
- Discuss roles & responsibilities for deployment
- Solicit feedback

High-level information about Transformation

Transformation as the agencies will experience it

Contents

Transformation Overview

- Description of Transformation
- Key Elements & End State
- Benefits of Transformation

Deployment Approach

- Deployment Scheduling Methodology
- Notional Order of Deployments to an Agency Site
- Preparation of Agency-Specific Transformation Plans
- Order of Agencies receiving Deployment Rollouts in 1Q and 2Q 2007
- Agency Preparation
- Organizational Change Management

Team Structure & Roles

- Deployment Roles & Responsibilities
- Resources needed to Support Transformation
- Agency Responsibilities to help insure Preparation & Readiness
- Oversight Mechanisms to Manage Transformation

Next Steps

- Approach to Keeping Agencies Informed
- Plan to Continue Communications
- Channels for Information

Transformation Overview

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Transformation Overview

Transformation Overview

- ▶ What is Transformation?
- ▶ What does Transformation include -- what's going to be "transformed"?
- ▶ What's the end state?
- ▶ What's the benefit of Transformation?

“Transformation” is a three year program to modernize the Commonwealth’s information technology infrastructure

- From**
- 68,000 desktops (varying standards)
 - 40+ help desks
 - 3,000+ servers
 - 85+ Internet connections
 - No common SLA management
 - Ad hoc, inconsistent processes / procedures

- To**
- **Standard platform and images**
 - **1 Enterprise Help Desk**
 - **1,000 Physical Servers (Target)**
 - **2 Redundant Internet Connections**
 - **Enterprise SLA Standards**
 - **ITIL Compliant Processes / Procedures**

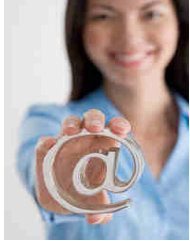
Key Elements

- Enterprise computing resources, including mainframes and servers
- Personal computing resources, including desktop and laptop computers
- Voice and data networks
- Help desk services
- Data center facilities
- Information security and disaster recovery services



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Messaging Services



Enterprise Exchange/Outlook Email
Enterprise Collaboration tools
Active Directory, DNS

Desktop



Mass Desktop Refresh Projects
Network Printer Consolidation and Refresh
Enterprise Desktop Management Systems

Help Desk



Enterprise Help Desk in Lebanon and Meadowville
Field Based agents and technicians for Level 3
Enterprise Help Desk System (Peregrine)

Mainframe and Servers



Transformation

Reliable, High Performance,
Enterprise-Wide IT Infrastructure

“People – Process – Tools”

Security



Enterprise Security Operations Center
Computer Security Incident Respon Center
Secure Internet Gateway

New IBM and Unisys Mainframes in new Data Center
Consolidation and refresh of servers
Migration of servers to the data center

Facilities Tier 3 and Tier 2



New Data Center/Office Building in Meadowville
New Disaster Recovery Center and Help Desk
in Lebanon/Russell County

Network



New Commonwealth-wide MPLS Core WAN
LAN upgrades to local switches/routers as needed
Network Re-addressing of IP, DHCP

Voice / Video



Voice over IP Network optimized for
voice and video traffic

Agency Benefits from Transformation

- Transformation will result in a standardized, centralized, 21st century IT environment
- At the end of three years, agencies will experience a reliable, high performance, enterprise-wide IT infrastructure
- Transformation will provide agencies with access to new technology that will help them deliver services more efficiently and effectively
- Transformation will make it possible for agencies to enhance their services to the citizens of the Commonwealth
- Transformation will help resolve or prevent IT challenges existing today and position agencies to provide enhanced capabilities in the future

Deployment Approach and Impacts

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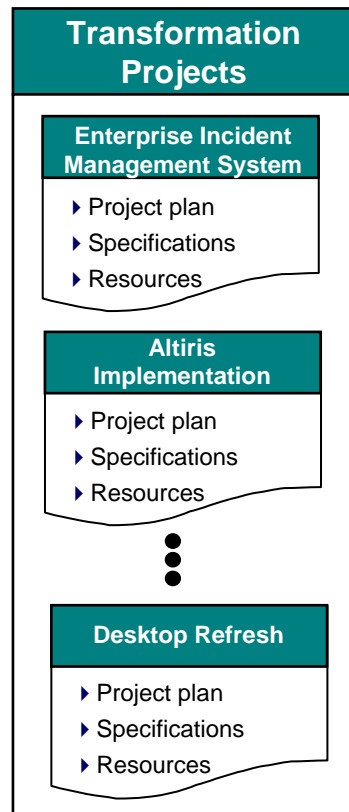
Deployment Approach and Impacts

Deployment Approach

- ▶ How is the rollout going to occur?
- ▶ In what order will we receive new services?
- ▶ How will my agency's unique needs be addressed?
- ▶ What can I do to make my agency's transformation successful?

Scheduling Methodology

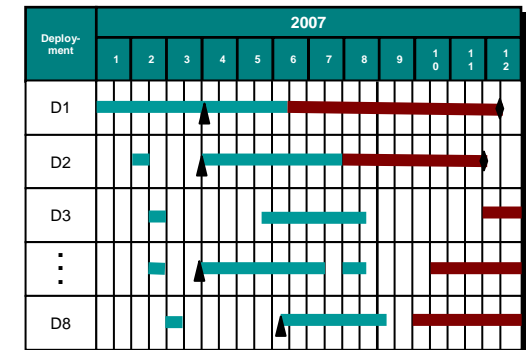
48 individual projects



... are grouped into 8 rollout deployments based on the following considerations

- ▶ Commonalities among projects (e.g., type of project, technical platform, staff required)
- ▶ Interdependencies across projects (e.g., deliverables/milestones, exchange of data)
- ▶ Required technology progression

... and scheduled to Agency sites



- 8 deployments x 81 agencies
- 648 schedules at that Agency level
- Thousands of schedules at the site level

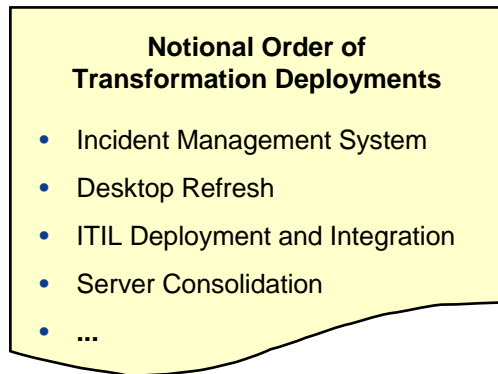
Notional Order of the 8 Transformation Deployments

- Incident Management System
 - Jan. 2007 – Pilot Sites
 - Feb. 2007 – Begin Enterprise Peregrine Deployment at Agency Help Desks
- Desktop Refresh - targets 12% of desktops per quarter for three years
 - Jan. 2007 – Pilot sites
 - Feb. 2007 – Begin refreshing desktops at rest of agency sites
 - Feb. 2009 – 90% of desktops refresh complete
- ITIL Deployment and Integration
 - April 2007 – Phase 1 deployment (Configuration, Change, and Release management)
 - Nov. 2007 – Phase 2 (Incident/Problem, Service request, Capacity/Availability Management)
- Server Consolidation
 - Feb 2007 – Begin Server Consolidation at RBP data center
 - April 2007 – Begin Server Consolidation at Agency Data centers
 - July 2007 – Begin Server relocation activities, RPB to CESC
- Data Center
 - July 2007 – CESC Data Center ready for Occupancy
 - Nov. 2007 – SWESC Ready for Occupancy
- Network
 - July 2007 - Begin Agency MAN site Upgrades
 - Remaining Site Schedule TBD
- Enterprise End User Exchange Deployment
 - Sept. 2007 – Begin Agency deployment
- Enterprise Help Desk
 - 4Q 2007 – Begin Rollout of Enterprise Help Desk

These projects can be run without dependency on our data center

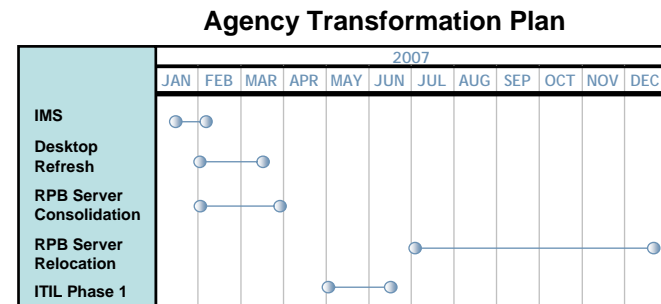
These projects cannot be run without dependency on our data center

Going from Notional Order to Agency Planning



COMPLETE

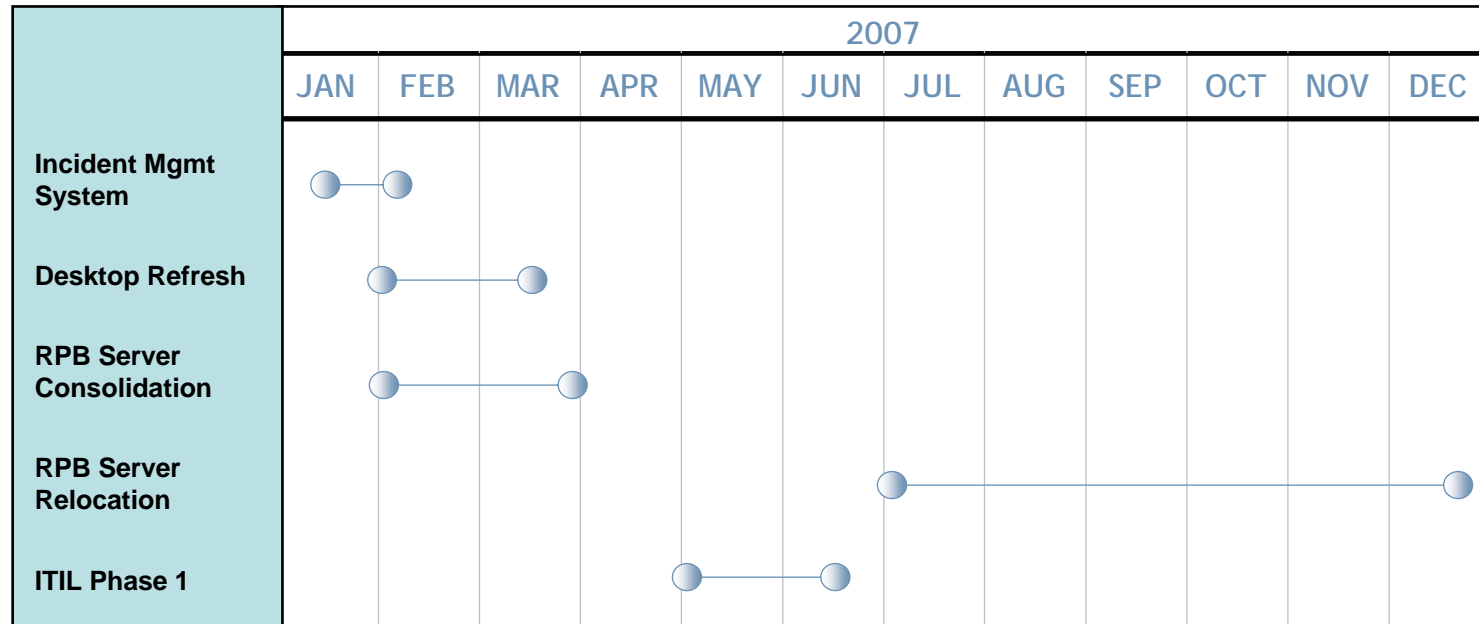
- ▶ Started with individual Transformation projects
- ▶ Grouped projects where possible, factoring in dependencies, objectives and business requirements
- ▶ Developed a Notional Order of Transformation Deployments



IN PROGRESS

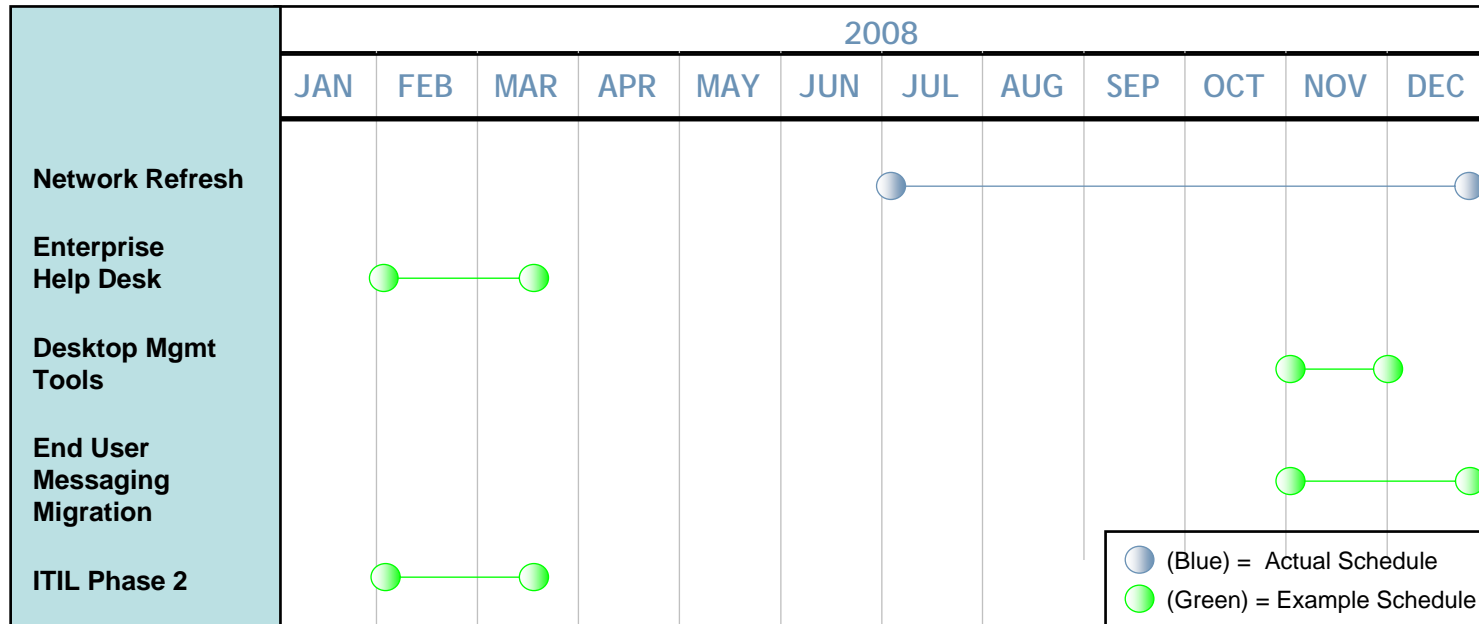
- ▶ Apply the Notional Order to Agency schedules
- ▶ Develop Agency-specific Transformation Plans

Example Agency Transformation Plan ~ Department of Correctional Education ~



- ▶ Transformation schedules are created from the Notional Order table
- ▶ Agencies can have multiple Transformation projects running
- ▶ Dependencies on other infrastructure projects will mean Transformation projects will come in different parts of the calendar year

Example Agency Transformation Plan ~ Department of Correctional Education ~



- ▶ As infrastructure projects complete (Data center, Core Networks, etc.) remaining Transformation projects will occur
- ▶ Every Agency will have a scheduled time for each sub-project managed through one master schedule with project plans rolled into a single Agency master plan

Order of Agency Transformation Pilots and 1st & 2nd Quarter 2007

Incident Management System and Desktop Refresh

Agency Code	Agency Name
912	Veterans Services, Department of
942	Museum of Natural History, Virginia
232	Minority Business Enterprise, Department of
140	Criminal Justice Services, Department of
238	Museum of Fine Arts, Virginia
750	Correctional Education, Department of
799	Corrections, Department of
777	Juvenile Justice, Department of
403	Game and Inland Fisheries, Department of
173	Charitable Gaming Commission
411	Forestry, Department of
181	Labor & Industry, Department of
720	Mental Health, Mental Ret. & Sub. Abuse Services, Department of

Gray = Pilot Agencies

Addressing Agency Unique Needs and Making Transformation a Success

- Agency participation is critical to ensuring that business requirements are met
- Transformation Project Teams will provide due diligence worksheets prior to each deployment

EXAMPLES

~ Typical Areas to be Addressed by Agencies ~

- ▶ Identify a Transformation POC
- ▶ Evaluate deployment methods
- ▶ Validate applications with hardcoded IP addresses
- ▶ Validate applications that run in your desktop environment
- ▶ Validate applications that run in your server environment
- ▶ Validate site listing for agency and availability for scheduled transformation activities
- ▶ Assist in communicating significant events
- ▶ Identify drop ship locations for desktop refresh
- ▶ Identify end user groups and how you will communicate with them
- ▶ Assess training needs

Managing the Change

We'll work with you to manage the “people side” of change and make Transformation a success

- Managing the people side of change is critical to making Transformation a success
 - *Before and during deployment...* agency awareness and participation is critical to developing the right solution and facilitating a smooth roll out
 - *After deployment...* agency employees may need to initiate new behaviors or discontinue old ones if the agency is to capture the intended value

“People” Issues that Agencies Face

- ▶ New and unknown technology and processes
- ▶ Requirements for additional skills and expertise
- ▶ Fear of the unknown
- ▶ Apprehension over new Commonwealth colleagues
- ▶ Loss of decision authority or control
- ▶ Change in work location
- ▶ New expectations from superiors and peers
- ▶ Concern about applicability of current skills



**Change
Management
addresses
these issues to
help achieve
Transformation
goals**

Transformation Goals and Objectives

- ▶ New IT service concepts
- ▶ Productivity increases
- ▶ Standardized processes and procedures
- ▶ Increased collaboration
- ▶ Enterprise-wide focus
- ▶ Etc.

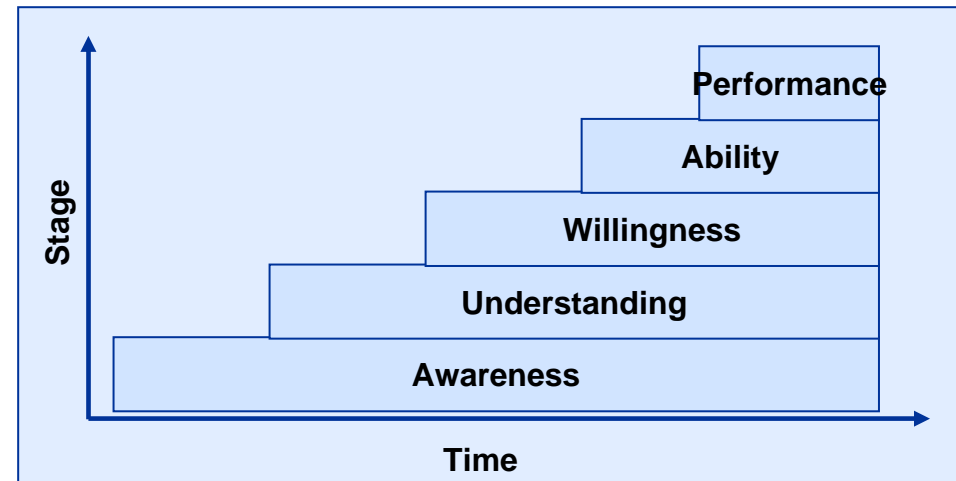
Change Management Initiatives

Change management is embedded throughout our deployment approach

Our deployment approach includes multiple techniques to assist agencies and their people in adopting the changes that result from Transformation and achieving the desired performance

- **Joint Deployment Team** – (customer agency and VITA) with clearly defined roles & responsibilities for deployment activities
- **Pilot roll-outs** – including capture of lessons learned and integration of those lessons into future roll-outs
- **Demonstrations** - of new software and hardware at select agency locations
- **Outreach** - to agency users through “Network News”, VITA’s web site, e-mail, and “road shows”
- **Tactical tools** - such as FAQs, talking points, and toolkits to assist deployment teams
- **Networking** – through implementation of “super users” networks and communities of interest (COINs)
- **Feedback channels** – including a quick-response survey to agency end users, a customer satisfaction survey, and the “Questions” mailbox

Stages of Change Adoption



Team Structure and Roles

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Team Structure and Roles

Team Structure & Roles

- ▶ Who will manage the rollout at our sites?
- ▶ How are you going to work with us during rollout?
- ▶ What resources will be required of my agency to support the Transformation?
- ▶ How should we prepare? What do we need to do to be ready?
- ▶ What oversight mechanisms are in place to manage Transformation?

Deployment Roles & Responsibilities

Agency Location

Agency Transformation POC

- Be a Champion for Change
- Track status and work being performed along with the VITA Transformation POC
- Serve as the conduit for work and communication into their respective agency
- Perform oversight of requests within their agency

VITA Transformation POC

- Serve as an interface for the designated Agency POC in regards to Transformation
- Manage rollout at agency sites
- Ensure that agency-specific process and procedures are integrated into deployments

VITA Location

Transformation Project Managers

- Run and manage individual project deployments
- Serve as the interface into technical teams
- Create WBS for work to be performed
- Report status to VITA Transformation POC

Transformation Tower Leads

- Own all sub-projects within their Tower
- Have Transformation Project Managers assigned to sub-projects in their tower
- Lead and manage architecture and teams in their towers

Site Deployment & Schedule Program Mgr

- Manage schedules at a program level
- Manage the VITA Transformation POC's
- Track progress and status across all Agencies

Blue

= Agency person

Gray

= VITA person

Role of the VITA Transformation POC

- Manage rollout at agency sites
- Serve as an interface for the designated Agency POC in regards to Transformation
- Serve as an interface for each of the Tower Leads and Project Managers to ensure
 - Schedules are managed
 - Communications are engaged and delivered
 - Agency-specific process and procedures are integrated into deployments

Role of the Agency Transformation POC

Each agency will be asked to designate a POC to work with the VITA Transformation POC. The Agency POC will:

- Ensure that needed information is validated
- Identify agency personnel groups for targeted communications
- Be a “Champion for Change” within the agency
- Manage the deployments and schedules through the VITA Transformation POC to ensure “we do what we say”
- Follow through with agency requests for information or action to ensure schedules are met in a reasonable time frame
- Assist with identifying proper agency process and procedures to ensure the timely deployment and correct method of deployment within the agency

Resources Needed to Support Transformation

- Agency Transformation POC as a “Champion of Change”
- Agency management for Communications, Oversight and “Change Awareness”
- Agency staff to support and participate in:
 - Application specific testing
 - Change approvals
 - Process / Procedure Mapping and Deployments
 - Agency Training for new Tools, Process and Procedures
- VITA partnership resources (Desk-side, Server, Network, etc.)
 - Infrastructure Validation
 - Testing
 - Change approval
 - Process / Procedure Mapping and Deployments

Support, participation, and awareness
position agency staff to operate effectively in the transformed environment

Agency Responsibilities to Help Ensure Preparation & Readiness

- Validate pre-deployment due diligence worksheets to ensure proper planning and deployment methodologies specific to your agency
- Coordinate proposed schedules and resources considering
 - Business operations specific to your agency
 - Access to controlled areas, escorts
 - Logistics, seating, badge access, storage areas
 - Internal IT initiatives, deployments
 - Holidays
- Engage in the Transformation process
- Ask questions

Oversight Mechanisms in Place to Manage Transformation

- VITA performs regular Program reviews and participates in each of the 48 Transformation sub-projects
- The Agency Transformation POC and the VITA Transformation POC will
 - Meet regularly
 - Review work schedules and timelines
 - Perform agency program status reports together
- The Transformation Site Deployment and Schedule Program Manager will oversee all deployments enterprise wide and report status

Next Steps

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Next Steps

Next Steps

- ▶ How will you keep us informed about progress?
- ▶ How will we continue this communication?
- ▶ Where can I get more information?

Approach to Keeping Agencies Informed

- For those Agencies who are scheduled in 1Q or 2Q 2007, we will begin meeting with you in December to prepare for work to begin
- For those Agencies outside of the 1Q or 2Q window, the AITR meetings will continue to provide updates, status, and a forum for questions in regards to Transformation
- During Transformation, the Agency Transformation POC and the VITA Transformation POC will provide joint status updates on progress and rolling events moving forward

Plan to Continue Communication

By the end of November, Transformation will have the following information available:

- Schedules for 1st, 2nd, and 3rd quarter of 2007
 - Agency visits to plan and coordinate desktop roll-out
 - Preliminary desktop roll-out plan
 - Incident Management schedule and durations
 - Preliminary Incident Management deployment plan
 - Due Diligence worksheets to validate information
- Follow up presentation to scheduled Agencies
 - Break down the 1st and 2nd quarter projects into a more detailed look at each
 - Technical view of scheduled projects
 - Specific site readiness prerequisites
 - Communications to mutually agreed target audiences
 - Server consolidation introduction (already scheduled for Nov 16)

Channels for Information

We'll continue to leverage multiple channels to share information about Transformation:

- Monthly AITR meetings
- Partnership Advisory Council (PAC) meetings
- Customer Account Management (CAM)
- VITA Transformation POC
- Community of Interest (COIN) meetings
- Cabinet Technology Team (CATT) meetings
- Quarterly IT Investment Board (ITIB) meetings
- Monthly ITIB Customer Advisory Council (CAC) meetings
- VITA ITP web site
- Monthly "Network News" newsletter